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South Carolina Department of Public Safety
Highway Patrol Division



Workforce Planning: Preparing for the Future

A Certified Public Manager Program Project

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STATE DOCUMENTS

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Workforce Planning: Preparing for the Future



Problem Statement:

Over the years, the number of applications for employment for the South Carolina Highway Patrol (SCHP) has declined. From 2002 – 2006, applications averaged 356 per year with a low of 210 in 2003. During my employment process in 1981, there were approximately 1000 applications for a Basic Class of 55 Trooper Trainees. Applications naturally decrease during times of low unemployment and unemployment has been extremely low for years, leveling at approximately 6.2% over the last seven years. It can be reasonably concluded that the high volume of applications allowed the SCHP staff in 1981 to be very selective in their decision making for future troopers and ultimately future leaders.

The Basic Class of 1982 to date has produced 2 Colonels, 2 Lieutenant Colonels, 1 Major, 8 Captains and numerous promotions to the ranks of Corporal – Lieutenant.

A reduced volume of applicants impacts the agency. Through natural attrition (retirement), the ability to maintain a quality promotion pool has been negatively impacted thus jeopardizing the future leadership of the agency. Having a low volume of potential recruits impacts public safety by having a limited presence on the highways to assist in fulfilling the division's mission.

Workforce Planning is one of the South Carolina Department of Public Safety's (SCDPS) four Strategic Issues identified in the Agency Strategic Plan 01/07. One of the Broad Goals under this strategy tie directly to this project:

Strategic Issue #4: Workforce Planning

Broad Goal 4.1: The ability to attract and keep the most qualified people

Strategies:

1. Examine and increase retention incentives for employees at SCDPS
2. Increase SCDPS visibility in the job market to attract more and better qualified applicants.

Specifically, the objective of this project is identifying and attracting a higher quality pool of applicants (and future leaders).

Data Collection & Data Analysis

Operational Definitions associated with the South Carolina Department of Public Safety as it relates to this project are located in Appendix 1. Core Competencies associated with the South Carolina Highway Patrol, to include the Motto and Core Values, are listed in Appendix 2.

1. Appendices\Operational Definitions - Data Collection Section.doc
2. Appendices\Menu of Core Competencies.doc

The goals of data collection and analysis surround the identification of and information regarding three areas:

Improve Recruiting and Retention

Forecast Future Staffing Needs

Identify Proven Recruiting Techniques and Initiatives

The data collection and analysis methods used in this project include exit interviews, surveys and studies, cost analysis, Applicant Tracking System data (demographics, recruiting method), Nelson Denny – SC Criminal Justice Test Score comparison, International Association of Chiefs

of Police (IACP) studies, State and Provincial Police Planning Officer Sections (SPPPOS) research, Department of Justice/Community Oriented Policing (COPS) research and Employment Security Commission data.

Improve Recruiting and Retention

Exit Interviews/Surveys & Studies

Information from Exit Interviews and Surveys was analyzed to determine common reasons for trooper trainee separations from SCHP Basic Patrol class as well as specifically when during the nineteen week training the separation occurred. Surveys were designed to determine what led them to seek employment with the South Carolina Highway Patrol.

SCHP Basic 85 (July – November 2007)

Exit Interviews for Basic 85 have not been completed by the HP Training Unit.

Basic 85 had three (3) resignations the first week with one of those on the first day. 3. Appendices\Basic 85 ND Scores - Resignations.xls

SCHP Basic 84 (January – May 2007)

Surveys of Basic 84 trooper trainees revealed the primary factor that led applicants to seek employment with the Highway Patrol. This tool also provided reasons why recruits separated their employment prior to graduation or why they were unsuccessful in completion of the required core curriculum. All information provided a platform to design an implementation plan for successful recruiting and retention.

An initial review of Basic 84 Exit Interviews indicates that four (4) Trooper Trainees resigned the first week of Patrol Basic (Orientation Week) due to personal reasons. As noted in the resignation letters, exit interviews and memoranda from HP Training Staff members, these Trooper Trainees submitted their resignations due to being unfamiliar with the organization, mission and academy requirements prior to employment. Homesickness and a realization that the SCHP was not what they desired in a career also surfaced. Further, unrealistic expectations, duty assignments and overall lack of information about their position description surfaced. Hopefully having crucial information revealed to all applicants at the onset of the employment process will assist in eliminating these types of separations.

SCHP Basic 83 (July – November 2006)

The nineteen week Basic Class is divided in two components. Non-certified candidates attend the entire class. Pre-certified candidates attend beginning week 10. Patrol Basic 83, Graduation 11/06, non-certified candidates had a high turnover rate due to academic failure. Seven (7) of the forty-eight (48) were terminated due to academic failure. 4. Appendices\Basic 83 Separations - Totals.doc This data was reviewed to assist in determining if prior certified officers had a higher retention rate in Patrol Basic than non-certified. If so, then efforts to recruit prior certified officers may seem more prudent and cost effective for future recruiting.

The employment source for candidates in Basic 83 revealed that a high number (55%) sought employment through the guidance of a current state employee (State Trooper). 5. Appendices\Source - SCHP Basic 83.doc

SCDPS Office of Human Resources (OHR)

- i. Trooper Trainee Separations (Terminated/Resigned from HP Basic)
- ii. Trooper Separations

Each of these methods produces data that can be compared and analyzed to ensure the goal of successful retention and recruiting. Attrition statistics for the past six years indicate a significant rise in the percentage of separations with less than 1 year of service (50% in '06 and 30% in '07) 6. Appendices\AttritionStats 112907.xls 7. Appendices\Basic 69 - 79 Retention Study.doc Basic Classes '80 – '83 separations (while in Patrol School) indicate a high percentage left the agency due to personal reasons (41.5%). 8. Appendices\Basic 80 - 83 Termination by Reason.doc

SCHP Basic 86 (January – May 2008)

Source and Improvement

A survey of Basic 86 was conducted the first week of patrol school, January 2008. From this survey, a large number (29 of 56) of the trooper trainees sought employment with the South Carolina Highway Patrol through contact/influence from current or retired SCHP troopers. Four of those 29 listed the SCHP Website as well. *(This statistic was revealed through the survey but is not listed on the appendix)* Also, through the 2nd week of training, one trooper of the class of 59 (3 trainees did not answer the question) had resigned, sighting future academic problems as the causation factor. After the 3rd week of training, to include the first and most difficult unit test, zero trooper trainees had resigned or failed the unit test. This likely signals a high graduation rate in May.

From this survey and from Basic 83 Source data (5. Appendices\Source - SCHP Basic 83.doc) we can conclude that educating and utilizing current troopers should prove beneficial in attracting and retaining applicants for employment. Also, to attract the millennial generation, a modern, easy to navigate website is essential. The website can be obtained at a moderately low one time cost and allow the division to provide current, real time informative available to potential applicants. The moderate cost (\$5,000) should produce high dividends by employing and retaining quality employees and future leaders. 12. Appendices\Source - SCHP Basic 86.doc

SCHP Retention Study; Equipment and Training Replacement Costs

A low retention rate, particularly in the first year of service, results in a low return on the invested dollar. The cost to train and equip the Trooper Trainee who ultimately serves the agency for a short period of time is lost with no chance for recovery. Increasing the retention rate will result in better use of funds due to obtaining the employees service for an extended period of time, up to the 25 year retirement minimum. 13. Appendices\AppendicesFinal102407_12pm.xls

CJA/Nelson Denny Test Comparison

During the nineteen week Patrol Basic Class, the number of academic failures is increasing. This data has been studied (Basic 85: July – November 2007) to determine if there is a correlation between Nelson Denny entrance examination scores and academic scores in Basic Class. A high correlation would indicate a greater need to screen applicants with marginal Nelson Denny test scores. Offering employment to those applicants with higher entrance test

scores should indicate a greater probability of academic success. It will also reduce the amount of time and resources spent on the applicant during the employment process by eliminating them from future consideration. Early elimination is achievable due to the Nelson Denny entrance test being administered at the beginning of the lengthy employment process.

The nineteen week Basic Class is divided in two components. Non-certified candidates attend the entire class. Pre-certified candidates attend beginning week 10. Patrol Basic 85, Graduation 11/07, non-certified candidates had a high turnover rate due to academic failures. Seven (7) of forty (40) were terminated due to academic failure. 3. Appendices\Basic 85 ND Scores - Resignations.xls

Cost Analysis

Materials utilized by the Recruiting Section of the Workforce Planning Unit have been used since 2005. No materials were purchased in 2006 - 2007. Recruiting costs during 2006 – 2007 were for Career Fairs (Southeast US; primarily South Carolina) relating to technical colleges, universities and military bases and institutions. Data collected to date indicate a low number (3) of applications received were obtained from efforts through Career Fairs. Of the three, one was offered employment and resigned as a Trooper Trainee during Patrol Basic Class. 9. Appendices\Recruiting Cost Analysis.doc

However, the research indicated a high percentage (33.9%) resulted from contacts through state employees, in particular, State Troopers. 10. Appendices\Source 2007.doc This percentage is supported by an actual graduating patrol class, SCHP Basic 83, Graduation 11/06. 5.

Appendices\Source - SCHP Basic 83.doc This data supports a conclusion that high expenditures for marketing are not necessary to attract quality applicants for employment.

Forecast Future Staffing Needs

Data Collection as it relates to the current status of the South Carolina Highway Patrol's commissioned troopers will assist in forecasting future staffing needs. *(The current high attrition rate will be combated with identified proven recruiting techniques and initiatives. This data also does not address increased population which is formulated on an annual basis with the Highway Patrol's Personnel Allocation Model.)* This information will assist in determining General Assembly budgetary request for additional troopers as well as scheduling Patrol Basic Classes to replace troopers through attrition.

Currently, 61 of 908 troopers have 25+ years of service and are therefore eligible for retirement under the Police Officers Retirement System (PORS). Further, 137 troopers have 20 - 24 years of service and 172 troopers have 15 – 19 years of service. In summary, 40.75 percent of SCHP uniform staff will have retired or be eligible for retirement in 10 years. More comprehensive forecasting will need to be conducted to account for increasing attrition rates not related to retirements and growth of the state's population. 11. Appendices\Forecasting Future Staffing.doc and Appendix 13C.

Identify Proven Recruiting Techniques/Initiatives

Research/data collected through various sources (IACP, SPPPOS, COPS) will determine proven recruiting techniques/initiatives to enhance the South Carolina Highway Patrol's recruiting model. The current model is dated as it utilizes career fairs and festivals.

Ongoing research, to include summits, conferences and training, has and will continue to identify successful methods to recruit quality applicants for employment. For example, understanding the generational differences and identifying initiatives to attract this generation. In the near future, a proposal will be created to seek funding to revamp the SCHP internet presence and thereby create the type of site appealing to Generation Y. The recruiting model is scheduled to be finalized by December 2008.

Conclusion of Data Analysis:

Data analyzed revealed the following:

- Career Fairs do not identify quality candidates for employment and are not cost effective.
- SCHP experiences a high attrition rate for troopers in the first five years of service which results in a high cost of funds to train and equip new troopers.
- Over a five-year period (2002 – 2006), Personal Reasons is consistently second to retirement in employee separations. (Appendix 13b)
- Applicants are being provided with minimal information about the nature of the job and the job requirements during the recruitment process.
- A correlation exists between Nelson Denny entrance examination scores and Criminal Justice Academy test scores.
- Current Troopers have been the best source for employment by applicants.
- High percentage of the workforce is eligible to retire in next 10 years.

Implementation Plan:

The Implementation Plan will involve five (5) areas geared toward improving recruiting and retention: 1) Academic Failures; 2) Resignations for Personal Reasons; 3) Source of Employment / Recruiting Costs; 4) Improvement in the Recruitment/Employment Process; and 5) Innovative Recruiting Strategies.

Academic Failures

In 2006 and 2007, there was an increase in separations with employees with less than one year of service (50% and 30% respectively). 2002 – 2005 statistics indicated a much lower percentage (8.33%, 9.28% and 16.67%) 14. CPM\CPM Project\Appendices\% Terminations Less than 1 Year of Service.doc (Due to budget cuts, there was not a Patrol Class in 2004). Information obtained from Basic 83 that revealed 7 separations due to academic failure. Also, in the Highway Patrol Training Unit was provided Nelson Denny Test Scores (Reading and Writing Comprehension) and identified a correlation of Nelson Denny and Criminal Justice Academy test scores. This information was used in recruiting efforts and techniques such as mentoring applicants during the employment process. Also, the Nelson Denny test scores are being provided to members of the Selection Review Boards (SRB), effective November 2007. The scores assist in the employment selection process and used as an indicator of future academic success at the Criminal Justice Academy. To ensure that the academic perspective was represented during the selection process, a member of the SCHP Training Unit will serve as a SRB member on all future boards. Having a Training Unit representative on the SRB will further ensure positive communication between the Workforce Planning Unit and the Training Unit.

Resignations for Personal Reason

Data analysis, including personal and exit interviews, revealed a significant number of applicants/Trooper Trainees who were unfamiliar with the mission and operations of the Highway Patrol Division. In addition, a personal (mentoring) element was absent from regular recruiting efforts. A majority of the 60 Trooper Trainees who reported for Patrol Basic 86 on January 4, 2008 participated in a newly created Orientation Process. This process occurred on the same date as the scheduled Nelson Denny and Physical Fitness Testing with the goal of completely familiarizing applicants with the Highway Patrol and academic requirements. The orientation session also provided an opportunity to “recruit” each applicant by marketing the division and its opportunities and attempting to determine if the candidates have the Core Competencies desired. The Orientation Process includes a PowerPoint presentation, a video and a tour of the Criminal Justice Academy facility. To date, one Trooper Trainee has separated from Basic 86 due to “Personal Reasons” which did not include being unfamiliar with the division.

Source of Employment / Recruiting Costs

In 2007, the Highway Patrol spent \$5280 to attend 26 Career Fairs. This cost does not include salary, per diem and fuel costs. The result of the efforts and spending yielded three (3) applications with one (1) offer of employment. Other costs incurred in 2007 went towards a Recruiting Class provided by the University of North Florida and \$18,000 for the costs of a professionally constructed recruiting video utilized on the Highway Patrol Website and at scheduled events. Surveys indicated a high percentage of Highway Patrol applicants and selected Trooper Trainees sought employment through a current or retired State Trooper. The second highest source of employment came from the SCHP Website. *(The recruiting video was*

included on the SCHP website in August 2007. Data is being collected for 1 year from creation of the video to determine the number of applicants who listed their source of employment as the recruiting video). This information will result in a mindset shift from traditional recruiting (career fairs, brochures) to innovative methods and low-cost initiatives. In January 2007, a pilot program began using a database through DPS Office of Information Technology whereby troopers in Troop 7, Orangeburg, were encouraged to identify potential recruits, complete an electronic form on the SCHP Intranet, which would automatically sent to the SCHP recruiter via Microsoft Outlook. The name of the database/program is the Trooper Referral Page. In the fall of 2007, this program expanded statewide. Plans in 2008 include providing the lesson plan for recruiting to all SCHP troopers. To further enhance recruiting efforts by troopers statewide, the SCHP recruiter is providing an overview of recruiting data and initiatives during In-Service Classes (January – April 2008) and encouraging each trooper to identify potential applicants utilizing the Trooper Referral Page.

In December 2007, a Notice of Job Posting for Regional Recruiters was announced. (Maximum of 10 statewide) Training and selection was scheduled for February 20 – 22, 2008. Utilizing regional recruiters will increase the number of recruiters statewide but also allow for mentoring and an information exchange between applicants and State Troopers. The Regional Recruiter should produce more quality applicants, reduce the turnover rate during the first year of service, eliminate separations due to a lack of information about the Highway Patrol's culture and mission and finally, eliminate any confusion about academic requirements through the Criminal Justice Academy.

Improvement in the Recruiting / Employment Process

Surveying Patrol Basic 86 during their first week of employment ensured that the information gathered was fresh on the minds of each Trooper Trainee. The surveys revealed that overall; the employment process is efficient with a few exceptions. To date, plans are being developed to streamline the process by reducing the number of trips applicants have to make to Columbia. In addition, the establishment of the aforementioned Regional Recruiter will resolve issues addressed by several of the Trainees. Further, modernizing our SCHP website and encouraging the current SCDPS Ride-Along Policy will occur in 2008.

Innovative Recruiting Strategies

Research conducted through the State and Provincial Police Planning Officers Sections along with the Department of Justice Community Oriented Police Section revealed an epidemic in identifying qualified applicants for employment as law enforcement officers. Further, the retaining of employed officers is a problem at law enforcement agencies nationwide. Initiatives to be utilized in the future include:

- Recruiting Video
- Regional Recruiting Teams
- Marketing to Minorities
- Marketing to Females
- Marketing to Retired Military
- Marketing through Vehicles, Theatres and Social Groups

A Notice of Job Posting for Regional Recruiters was posted in December 2007 and training and the initial phase of the selection occurred in February 2008. Once the team is finalized, they will be responsible for contacting each applicant in their region and guiding them through the employment process. The goal of the program will be to provide information and expectations about the organizational to each applicant and to increase retention of trooper trainees. A second goal is to increase the quality of selected applicants by having the team members utilize their recruiting training to identify the best candidates available.

Regular contacts will be made with military branches to ensure those separating from the military are informed that the South Carolina Highway Patrol can offer them a viable second career in law enforcement.

Minorities will be targeted for employment by utilizing current SCHP African-American troopers and minority troopers assigned to the Regional Recruiter Program. Minority institutions of learning and minority military branches will be a focus for recruiting efforts.

Females will be targeted for employment by utilizing current SCHP female troopers. In addition, a model will be created to locate potential female recruits in the military, colleges and athletic organizations.

Marketing initiatives such as a recruiting vehicle will be dependent on available funding. Utilizing a short video and/or a stand-alone image of the Highway Patrol is being considered in movie cinemas. The Louisiana State Police utilized this concept in June 2007 and are currently collecting data to determine its effectiveness.

Evaluation Method

Evaluation will be conducted on the aforementioned five (5) areas: 1) Academic Failures; 2) Resignations for Personal Reasons; 3) Source of Employment / Recruiting Costs; 4) Improvement in the Recruitment/Employment Process; and 5) Innovative Recruiting Strategies.

Academic Failures

In 2008, Nelson Denny test scores will again be compared to academic results to determine if the previously identified correlation continues. The recruiting process will continue to review the Nelson Denny test scores and also continue discussions/mentoring of each applicant to ensure the applicant understands the complexity of academy standards. In addition, Nelson Denny test scores will be utilized as a factor by the SRB in determining the suitability for the applicant and future success at the Criminal Justice Academy.

Resignations for Personal Reasons

The newly created Regional Recruiter Program will be accessed regularly to ensure the aforementioned goals are met. The evaluation plan will include the expectation of a reduced number of separations early in Patrol Basic and after the first year of service. The evaluation will also include having selected applicants with a minimum Nelson Denny test score of 12. *(Currently, the Nelson Denny passing score is 10.3 or a 10th grade reading and comprehension level. The minimum requirement for employment is a high school graduate)* Setting a goal of 12.0 on the Nelson Denny test should ensure a better quality of selected Trooper Trainees as well as forecasting future success at the Criminal Justice Academy.

Source of Employment / Recruiting Costs

Recruiting training received at the University of North Florida clearly indicates that the most successful recruiter is a satisfied employee. Data analysis from 2006 and 2007 (Appendices 5, 10 & 12) draws the conclusion that employee referrals are successful but there is no correlation that the referrals are from satisfied employees. Each Patrol Basic Class in the future will be surveyed to determine the source of their employment. If the trend continues, efforts will be geared toward utilizing, and potentially expanding, not only Regional Recruiters but also the Trooper Referral Page.

To date, no Career Fairs have been scheduled for 2008. The time and funding used in the past will be geared toward other means of recruiting such as marketing in movie cinemas, vehicle(s), and worthwhile visits to minority events/campuses, military, university and athletic venues. Newspaper advertisements may be used in the future in a test market of the state and a cost analysis would result. However, funds may be utilized to outsource a marketing firm to provide proven techniques for reaching potential SCHP applicants.

Improvement in the Recruitment / Employment Process

Each Patrol Basic Class will be surveyed to determine the strengths and weaknesses of the recruiting and employment process. Realistic improvements identified will be modified in order to provide the most efficient process possible.

Innovative Recruiting Strategies

Identified innovative marketing techniques, as partially identified above, will be studied through the Highway Patrol's Applicant Tracking System and Surveys/Exit Interviews. The data

will be used in a cost-benefit analysis to determine if the number of applicants selected and retained by the agency is viable versus the expenditure for marketing. All five implementation and evaluation methods will be analyzed by studying the overall retention rate. The goal of the analysis will be to determine the relationships between age, experience and time-in-service with when the employee separates from the South Carolina Highway Patrol.

Summary and Recommendation:

The key findings from the data analysis revealed:

- Increased attrition rate over last two years
- Applicants/Trooper Trainees in the past were unfamiliar with the mission and operations of the Highway Patrol Division.
- Mentoring has been non-existent in previous recruiting efforts.
- There is a correlation between Nelson Denny and Criminal Justice Academy Test scores indicating that an applicant's probability of academic success can be forecasted.
- The primary source of employment of recent hires is from current SCHP Troopers. Utilizing employees to recruit requires a minimal cost to the agency.
- Minimal improvements in the Employment Process are needed to provide an efficient service to applicants.
- A high percentage of troopers will retire or be eligible for retirement within the next decade.
- The primary reasons for termination in Patrol Basic are personal reasons and academic failure.
- The primary reasons for termination (after Patrol Basic) are retirement, personal reasons and employment outside state government.

- High number of separations early in Patrol Basic Class.
- There has been no significant return on investment in attending Career Fairs.
- The expenditures associated with training and equipping Trooper Trainees are not recouped upon separation.

This study revealed that current recruiting methods and operations must be adjusted and replaced with new, more innovative methods in order to better identify and attract the highest quality applicants for employment with the Highway Patrol. The new processes and initiatives identified should result in higher quality applicants for employment and a reduced attrition rate. Both of these factors will in time lead to an increase in the number of candidates in the promotion pool, ensuring continued quality leadership for the agency.

APPENDICES

1. Appendices\Operational Definitions - Data Collection Section.doc
2. Appendices\Menu of Core Competencies.doc
3. Appendices\Basic 85 ND Scores - Resignations.xls
4. Appendices\Basic 83 Separations - Totals.doc
5. Appendices\Source - SCHP Basic 83.doc
6. Appendices\AttritionStats_112907.xls
7. Appendices\Basic 69 - 79 Retention Study.doc
8. Appendices\Basic 80 - 83 Termination by Reason.doc
9. Appendices\Recruiting Cost Analysis.doc
10. Appendices\Source 2007.doc
11. Appendices\Forecasting Future Staffing.doc
12. Appendices\Source - SCHP Basic 86.doc
13. Appendices\AppendicesFinal102407_12pm.xls
14. CPM\CPM Project\Appendices\% Terminations Less than 1 Year of Service.doc

Operational Definitions

- SCDPS:** South Carolina Department of Public Safety. Established in 1993 with the mission of protecting and saving lives through enforcement and education.
- SCHP:** South Carolina Highway Patrol. Established in 1930. A Division of SCDPS. The mission of the South Carolina Highway Patrol is to provide equitable service and protection, uphold the laws of the constitutions of the United States and the State of South Carolina in order to promote a safe and secure environment for the public.
- IACP:** International Association of Chief's of Police.
- SPPPOS:** State and Provincial Police Planning Officers Sections. A section of the IACP, designed specifically for the planning sections of the 49 State Police/Highway Patrols nationwide and Provincial Police planning sections in Canadian Provinces.
- CJA** South Carolina Criminal Justice Academy. Established in 1968. The mission of the South Carolina Criminal Justice Academy is to train Criminal Justice personnel by providing mandated training and a continuous certification process. The philosophy of the South Carolina Criminal Justice Academy is to foster a safer environment for the citizens of South Carolina through a prepared Criminal Justice population.
- HP BASIC Class:** A nineteen week school lead by members of the South Carolina Highway Patrol Training Unit. Selected curriculum, approved by the South Carolina Criminal Justice Academy, is provided to each trooper trainee. Upon successful completion, the trainee graduates with full certification as a Class I officer. (Those applicants with current certifications from other state law enforcement agencies are required to attend 10 weeks of training)

Menu of Core Competencies

South Carolina Highway Patrol Motto

Courtesy
Efficiency
Service

Core Values

Self-Less Service
Integrity
Responsibility

Core Competencies

Honor
Dependability
Loyalty
Compassion
Motivation
Passion
Sacrifice
Duty
Commitment
Vision
Adaptability
Partnership
Teamwork
Devotion
Focus
Respect
Adaptability
Knowledge
Empathy
Credibility
Objectivity
Enthusiasm

Appendix 2

Basic 85 Nelson Denny Test Scores / Failures / Resignations

Name	SS#	Nelson Denny Score	Cause for Separation
		10.4	FAILED LEGALS
		10.1	RESIGNED WK. 1
		14.9	
		13.7	FAILED FIREARMS
		13.9	FAILED LEGALS
			FAILED LEGALS
		13.3	RESIGNED
		13.2	RESIGNED WK. 1
		16.1	
		17.8	
		11.4	FAILED LEGALS
		15.9	
		15	
		17.1	
		16.6	
		17.1	
		15	FAILED FIREARMS
		15.3	
		10.9	
		11.8	MEDICAL
		13.5	
		12.9	
		13.1	
		18.4	
		18.6	
		11.8	
		16.9	
		12.9	
		12.1	
		13.3	FAILED LEGALS
		16.9	
		10.9	RESIGNED
		13.7	
		13.1	
		14.7	RESIGNED DAY 1
		17.9	JP STROM AWARD
		13.5	MEDICAL

Highway Patrol Basic 83: Failures/Terminations

SCHP Basic 83 July 23- December 1, 2006

** Prior Certified Officers are denoted by bold print.*

Started Patrol School	Graduated	Currently on Patrol
48	32	32
<u>24</u>	<u>21</u>	<u>20</u>
72	53	52

Patrol School

Age	Sex	Race	Reason	Date	Week
23	M	W	Personal	7-23-06	1
22	M	W	Personal	7-28-06	1
22	M	W	Failed Unit 1 Test	7-28-06	1
22	M	W	Failed Unit 1 Test	7-28-06	1
24	M	W	Failed Unit 1 Test	7-28-06	1
23	M	B	Failed Unit 2 Test	8-04-06	2
22	F	W	Personal	8-15-06	4
24	M	W	Medical	8-15-06	4
29	M	W	Personal	8-16-06	4
22	M	W	Firearms Failure	8-24-06	5
24	M	W	Firearms Failure	8-24-06	5
36	M	H	Firearms Failure	8-24-06	5
36	M	W	Failed PPCT Written	8-30-06	6
40	M	H	Failed PPCT Written	8-30-06	6
34	M	W	Failed PPCT Practical	8-30-06	7
32	M	W	Personal	9-24-06	10
25	M	W	Personal	9-25-06	10
44	M	W	Personal	9-25-06	10
25	M	W	Personal	10-16-06	13

2006 Source for Highway Patrol Applicants
SCHP Basic 83: Graduation 11/06

55%	State Employee Referral
32%	Website
9%	Unsolicited
4%	Employment Security

Source: Workforce Planning Unit/Employment Section/Addendum

Appendix 5

Attrition Statistics

	< 1 Year in Service	Total	< 1 Year as a Percent of Total
2002	5	60	8.33%
2003	9	97	9.28%
2004*	0	44	0.00%
2005	10	60	16.67%
2006	32	64	50.00%
2007**	32	105	30.48%
Totals	88	430	20.47%

*No academy classes in 2004.

**01/01/2007-11/30/2007

SCHP Basic Class Retention Records

Basic 69 – 79

<u>Class</u>	<u>Started Class</u>	<u>Graduated</u>	<u>Still Employed</u>
69 (11-96)	44	43	30
70 (11-97)	40	39	29
71 (6-98)	26	23	20
72 (11-98)	40	35	30
73 (5-99)	30	28	26
74 (12-99)	53	44	38
75 (5-00)	52	46	38
76 (8-00) *	19	18	11
77 (12-00)	56	47	37
78 (6-02) *	33	31	28
79 (6-03)	<u>35</u>	<u>26</u>	<u>26</u>
	428	380	313

(Revised 9-17-03)

* Denotes a Special Basic for Prior Certified Law Enforcement

Career Fairs 2006 – 2007 Cost Analysis

2006

- 33 Career Fairs / Events
- \$760.00

2007

- 26 Career Fairs / Events (January - September)
- \$5280.00

In 2007, the South Carolina Highway Patrol received three (3) applications from Career Fairs, of which one (1) was offered employment. This Trooper Trainee resigned during Patrol Basic Class.

Source: Workforce Planning Unit/Recruitment Section
Workforce Planning Unit/Employment Section/Applicant Tracking System

2007 Source for Highway Patrol Applicants

-	Technical or College Recruitment	.83%
-	Employment Security	.83%
-	Radio	.83%
-	HP Recruiter	6.61%
-	State Employee Recommended	33.9%
-	Unsolicited Application	9.92%
-	Website	16.53%
-	Unknown	29.96%

In 2007, the South Carolina Highway Patrol received three (3) applications from Career Fairs, of which one (1) was offered employment. This Trooper Trainee resigned during Patrol Basic Class.

Source: Workforce Planning Unit/Employment Section/Applicant Tracking System

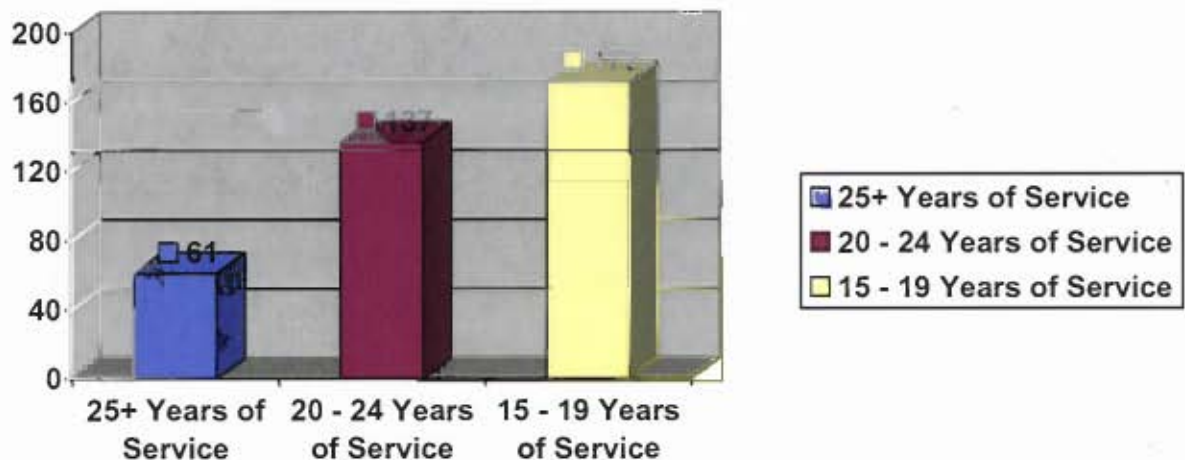
Breakdown of SCHP – Time in Service

9/15/07

Number of troopers who currently have 25 or more years in service = 61
Number of troopers who currently have 20 - 24 years in service = 137
Number of troopers who currently have 15 - 19 years in service = 172

Conclusion:

Within 10 years, 370 troopers will have already retired or will have enough years in service to retire. This equates to 40.75% of our current workforce of 908 troopers.



Source: Strategic Planning Unit

BASIC 86 SOURCE AND IMPROVEMENT SURVEY (56 Respondents)

Source:

TEC School or College Recruitment	2
Field Recruitment Non-Scholastic	0
Employment Security Commission	0
Newspaper Advertisement *	0
Radio Advertisement *	0
Television Advertisement *	0
Recommended by State Employee	29
Unsolicited Application	7
SCHP Website	25

Employment / Recruitment Process Improvement:

Reduce the number of required trips to Columbia	11
- Out of State Applicants take Polygraph Examination the same day as the Nelson-Denny / Physical Fitness Test	2
Process too Lengthy	4
Establish a Recruiting Team (better inform applicants)	4
Advertise in Newspapers	2
Required Ride-Along for Applicants	3
Move Medical/Psychological to Beginning of Process	2
<i>Not possible. Contingent Offer of Employment must immediately precede the Medical/Psychological Testing.</i>	
More Time for Medical Testing	1
PT Time Requirements on the Website	1
- Expand Information on the Website	1
Attend Career Fairs	1
No Improvements Necessary	24

***No Marketing via Newspaper, Television or Radio during Basic 86 Recruitment Drive**
SOME OF THE RESPONDENTS HAD MULTIPLE ENTRIES

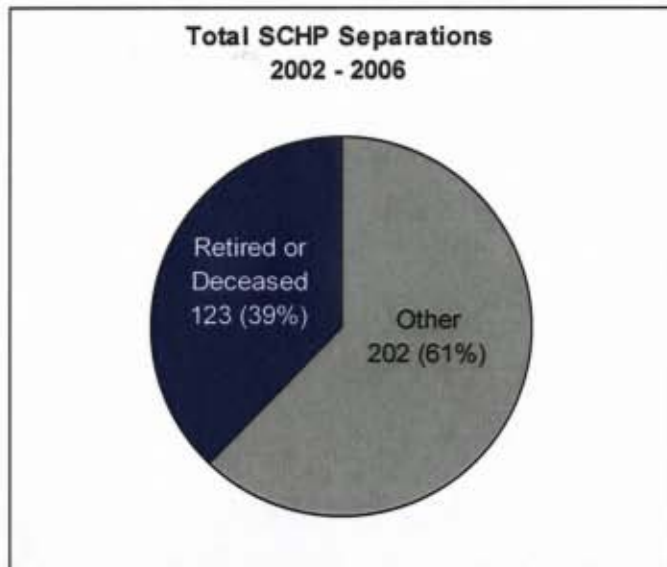
HP Basic 80 – 83 Termination Analysis

Started Program	Graduated	Percentage
179	131	73%

Reasons for not completing program:

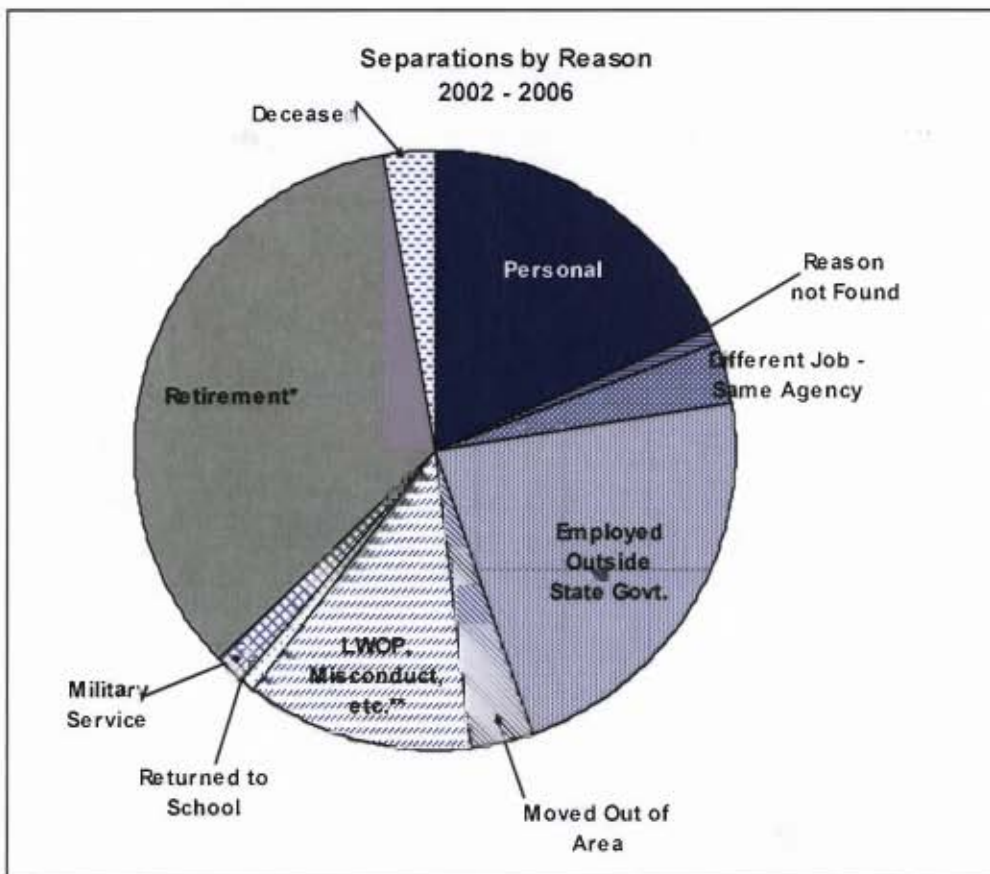
Personal Reasons – 20 (41.5%)
Unit #1 Failure - 9 (19%)
Unit #2 Failure - 1 (2%)
Unit #3 Failure - 3 (6%)
Unit #5 Failure - 2 (4%)
PPCT Written - 2 (4%)
PPCT Practical- 1 (2%)
Firearms Failure - 6 (12.5%)
Driving Failure - 1 (2 %)
Medical Dismissal - 2 (4%)
Military Deployment 1 (2%)

SCHP Separations 2002 - 2006



The Highway Patrol experienced an average of 65 trooper separations per year from 2002 to 2006. Of those separations, only 39% were due to retirement or death. The reasons for separation varied widely with "Employed Outside State Government" and "Personal" being the two most common.

*Retirement in the chart below includes: full, disability, and special incentive retirements.
 **LWOP, Misconduct, etc. includes: never returned from leave without pay, misconduct, and substandard performance.



Separations by Reason 2002 – 2006

	2002	2003	2004	2005	2006	Total
Personal	11	13	9	6	21	60
Reason not Found	0	0	1	1	0	2
Different Job - Same Agency	2	0	1	1	7	11
Employed Outside of State Government	14	20	13	20	5	72
Moved Out of Job Area	1	7	2	1	0	11
Never Returned from LWOP	3	0	0	2	0	5
Misconduct	1	3	2	2	0	8
Substandard Performance	1	5	0	5	16	27
Returned to School	1	0	2	0	0	3
Military Service	0	2	1	1	1	5
Full Retirement	13	5	3	15	8	44
Disability Retirement	9	4	7	3	5	28
VSP Retirement	2	7	0	0	1	10
Termination of Temporary Contract	0	0	0	0	0	0
Deceased	2	1	3	3	0	9
RIP Retirement	0	30	0	0	0	30
Total	60	90	44	60	64	318

Appendix 13c: Cost to Train and Equip* Troopers

*Only includes equipment that cannot be reissued.

Costs Incurred 2002 – 2006

Cost to train and equip one trooper:

Pre-employment Testing Costs	\$ 166
19 weeks in SCHP Basic at Criminal Justice Academy	6,133
2 weeks in Lidar, Radar, and At-scene training at Criminal Justice Academy	666
Salary for 19 weeks @ Trooper Trainee annual rate of \$29,614	10,820
Salary for 2 weeks @ Trooper annual rate of \$30,845	1,186
Equipment (non-serviceable after separation)	2,696

Total cost to train one trooper: \$ 21,667

Cost to replace the average number of "other" (non-retirement, non-death) separations per year (2002 - 2006):

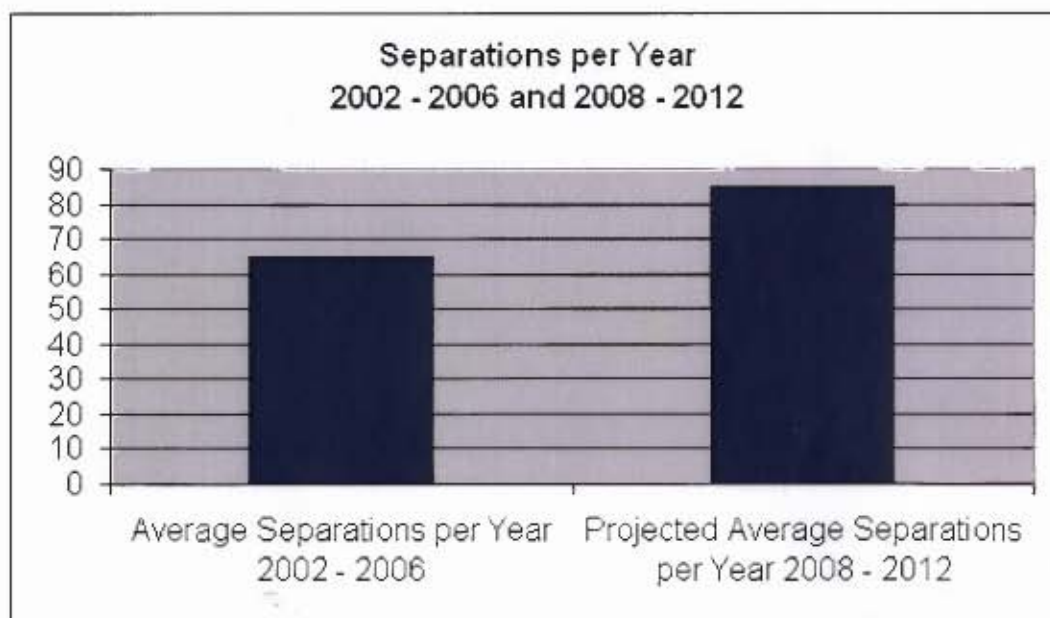
Cost to train one trooper	\$ 21,667
Average number of non-retirement, non-death separations per year	40

Total cost to replace "other" separations per year: \$ 866,680

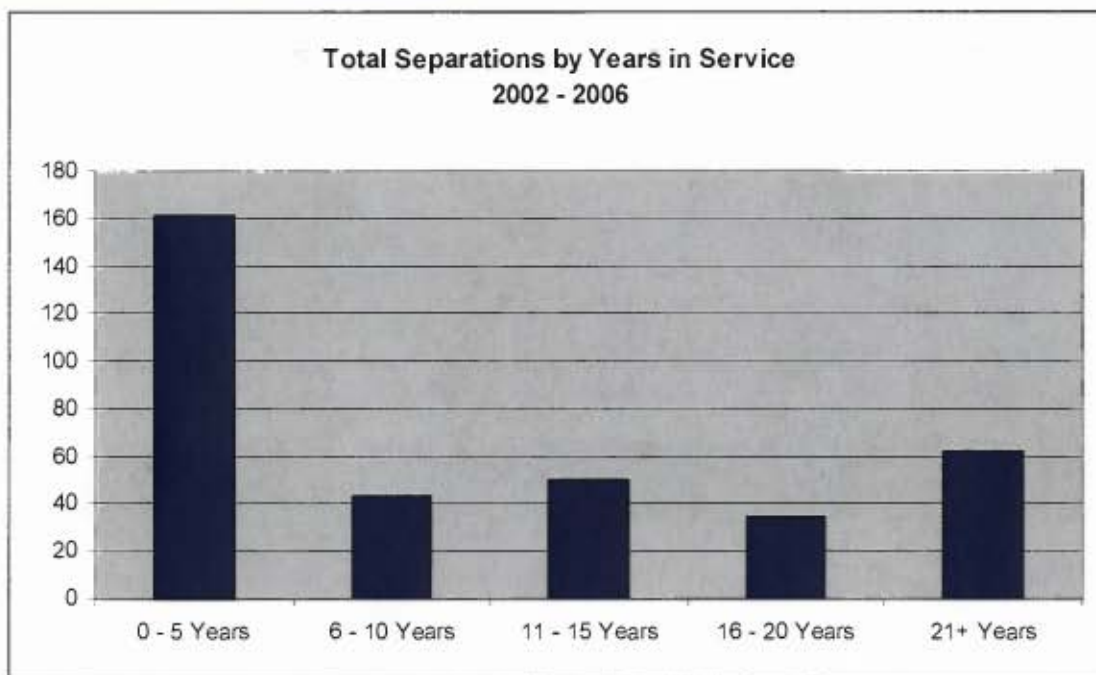
Projections for 2008 – 2012

More than 22% of the Highway Patrol's current workforce, or approximately 198 troopers, will be eligible for retirement before 2012. If the current retention situation--the loss of an average of 40 troopers per year for reasons other than retirement or death--is not remedied, the Highway Patrol can expect an average of 80 total separations per year for the years 2008 - 2012. The average number of separations for the years 2002 - 2006 was 65. This is an increase of 23%.

Cost to replace the average number of separations per year	Actual	Projected
	2002 - 2006	2008 - 2012
Cost to train one trooper	\$ 21,667	\$ 21,667
Average separations per year	65	80
Total cost to replace the average number of separations per year	\$ 1,408,355	\$1,733,360



Separations by Years in Service



Non-serviceable Items

These items cannot be reissued to a new trooper once they have been issued. The Equipment Cost lost with every trooper separation is \$ 2,696.56.

EQUIPMENT	QTY.	UNITCOST	COST FOR 1 Trooper
.40 CAL AMMO (6 BOXES)	6	\$10.50	\$ 63.00
SHOTGUN AMMO (6 BOXES)	6	\$1.66	\$ 9.96
.38 AMMO (6 BOXES)	6	\$5.20	\$ 31.20
D CELL BATTERIES	36	\$0.61	\$ 21.96
35 MM DISPOSABLE CAMERA	12	\$2.85	\$ 34.20
VIDEO CAMERA TAPES	10	\$2.60	\$ 26.00
WHISTLE	1	\$2.66	\$ 2.66
WARNING BOOKS	18	\$1.74	\$ 31.32
SUMMONS BOOKS	18	\$3.78	\$ 68.04
ACCIDENT REPORT BOOKS	18	\$1.97	\$ 35.46
LEATHER BATON HOLDER	1	\$12.85	\$ 12.85
LEATHER ID CASE	1	\$16.24	\$ 16.24
LEATHER DUTY BELT	1	\$28.57	\$ 28.57
LEATHER FLASHLIGHT HOLDER	1	\$12.42	\$ 12.42
LEATHER HANDCUFF CASE	1	\$8.79	\$ 8.79
LEATHER PEPPER SPRAY HOLDER	1	\$13.08	\$ 13.08
LEATHER HOLSTER	1	\$57.20	\$ 57.20
LEATHER RADIO HOLDER	1	\$12.86	\$ 12.86
LEATHER GLOVE POUCH	1	\$8.57	\$ 8.57
LEATHER MAGAZINE POUCH	1	\$11.92	\$ 11.92
LONG SLEEVE GOLF SHIRT	1	\$26.93	\$ 26.93
SHORT SLEEVE GOLF SHIRT	1	\$24.93	\$ 24.93
BDU LONG SLEEVE SHIRT	3	\$20.74	\$ 62.22
BDU SHORT SLEEVE SHIRT	3	\$18.65	\$ 55.95
BDU TROUSERS	3	\$20.74	\$ 62.22
DRESS UNIFORM TROUSERS	6	\$40.65	\$ 243.90
LONG SLEEVE DRESS SHIRTS	6	\$44.10	\$ 264.60
SHORT SLEEVE DRESS SHIRTS	6	\$37.90	\$ 227.40
PT SHORTS	3	\$7.00	\$ 21.00
PT SHIRTS	3	\$7.00	\$ 21.00
GLOVES	1	\$25.73	\$ 25.73
WINDSHIRTS	1	\$17.00	\$ 17.00
CAMPAIGN HAT	2	\$53.70	\$ 107.40
BASEBALL CAP	2	\$10.95	\$ 21.90
SERVICE PATCHES	6	\$2.40	\$ 14.40
SERVICE STARS	1	\$2.40	\$ 2.40
SHOULDER PATCHES	26	\$2.40	\$ 62.40
NAME PLATE	2	\$7.25	\$ 14.50
SOCKS (1 BOX)	1	\$24.40	\$ 24.40
TIE	2	\$1.94	\$ 3.88
SHOES	2	\$44.50	\$ 89.00
BODY ARMOR (Gator Lite)	1	\$439.75	\$ 439.75
PEPPER SPRAY	1	\$7.35	\$ 7.35
PPE Ensemble	1	\$350.00	\$ 350.00
Total Equipment Cost			\$ 2,696.56

